



Gordon Sagabiel, Fort Worth District, helps National Guardsmen load water crates. The district supplied drinking water to Del Rio, Texas, after Tropical Storm Charley contaminated the local supply.

Ft. Worth District supports Texas town during floods

Article and Photos
By Judy Marsicano
Fort Worth District

Residents of Del Rio, Texas, will never forget Aug. 23, when Tropical Storm Charley, without warning, dumped 18 inches of rain in 24 hours on the small town bordering Mexico.

People in the area will tell you that it doesn't rain much in Del Rio. The summer had been especially hot and dry, so the initial thunderstorms were a welcome relief. But the rains didn't stop. Flood waters swept through neighborhoods during the night and into the next morning, filling two tributaries which run through the center of town, and pushing the flood waters of the nearby Rio Grande River south toward the towns of Eagle Pass and Laredo, Texas.

Del Rio was hardest hit with damages estimated at \$34.5 million, nine dead, more than 40 injured, and hundreds homeless. Another six people remain missing.

Fort Worth District activated its Emergency Operations Center (EOC) on Aug. 25.

"We sent out three teams right away to identify the extent of the damage, take initial photographs, and help coordinate delivery of bottled water since the water system was contaminated," said Doug Perrin of Operations Division.

The district, along with numerous other federal and state agencies, responded to the city's call for help and set up a command post at the U.S. Border Patrol Air Operations Center at the Del Rio Regional Airport.

There was an immediate scramble to get drinking water to everyone in the city, to get the victims

into shelters or temporary housing, and to provide food.

Drinking water is always a concern following severe flooding because of the risk of infection due to bacteria, parasites and other organisms found in contaminated water. Water tests by the state detected two such organisms in the Del Rio water system during the first few weeks after the storm.

To answer this immediate need, Fort Worth District provided drinking water under its own authority (Public Law 84-99).

By Aug. 31, President Clinton had declared six counties as disaster areas, evoking the Federal Response Plan which provides for direct federal assistance. Under the plan, the Federal Emergency Management Agency (FEMA) tasked Southwestern Division (SWD) to provide a representative to the Disaster Field Office in Del Rio. Terry Heatherly of Galveston District represented the Corps.

Since the Corps' activation on Aug. 26, SWD had received several missions including extended bottled water procurement, technical assistance for temporary housing assessment and installation, as well as hydrological data collection and mapping. The division tasked Fort Worth District to execute all these missions.

"We put our water mission in Del Rio first on our high priority list," said Col. James Weller, Fort Worth District commander. "We had to act quickly to help the flood victims recover from this tragedy, and taking care of drinking water was one of their most urgent needs."

The Corps brought in pallets of bottled water from outlying cities for distribution to the residents by the Texas Army National Guard. Six water distri-

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Readiness 2000 tested by storms

Article by William Irwin
Headquarters
Photo by Jonas Jordan
Savannah District

Readiness 2000 (R2K) is revolutionizing the U.S. Army Corps of Engineers' Readiness/Emergency Management program. R2K is a new way of doing business that focuses on division-wide or Corps-wide response. The recent hurricanes and tropical storms prove it works. Boundaries between divisions and districts were transparent as every division in the Corps came together to provide a unified and rapid response.

In August, Hurricane Bonnie struck the coasts of North Carolina and Virginia, while Hurricane Danielle threatened Puerto Rico and the Virgin Islands. At the same time, the Corps was responding to water and housing missions in Del Rio, Texas, for Tropical Storm Charley.

Fortunately, Bonnie did not require a large-scale federal response and Danielle veered out to sea. But the storms gave the Corps an unparalleled opportunity to exercise, validate, and refine the R2K teams and concepts.

Editor's note—At press time, the Corps, working closely with the Federal Emergency Management Agency, began major recovery efforts in Puerto Rico and was preparing for Hurricane Georges to strike Florida. These efforts were carried out using the concepts of R2K discussed in this article.

As of Sept. 25, two platoons of the 249th Engineer Battalion (Prime Power) were in Puerto Rico to assist in power restoration.

The Corps also purchased 1 million pounds of ice and 1 million gallons of water on the mainland for transportation to and distribution in Puerto Rico, and was beginning emergency debris clearance, removal and disposal.

In addition to the permanent Corps members in Puerto Rico, Planning and Response Teams from other Corps districts moved to the island to meet ice, water, emergency power, debris removal, and temporary roofing missions.

Corps members were also working with FEMA to prepare for the arrival of Hurricane Georges in Florida, with representatives in the FEMA regional office in Atlanta and the state emergency operations center in Tallahassee. The Corps had received a pre-declaration mission from FEMA to preposition materials to provide for ice, water and power immediately following the hurricane's passage.

Background

There are two primary authorizations for the Corps' disaster response and recovery efforts -- the Stafford Act and PL 84-99.

The principal federal authority for providing

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Surveys put Corps picture together

By Paul Seguin
Headquarters

Survey: Organizational Change

June 1998

(Full survey results are at <http://www.usace.army.mil/essc/intra/surveys/npr-culture/>)

Highlights

Customer Orientation: People agreed we are pretty customer-oriented, but not that we have good systems to link customer feedback with responsible employees.

Leadership: People generally felt that managers communicate well, but not that they led by example or would use the results of this survey.

Teamwork: There is good teamwork in USACE but it is not effectively rewarded.

Empowerment: People believed they are informed of their responsibilities, but not that managers consult them ahead of time, or that their input makes any difference.

Rewards and Recognition: Rewards are often perceived as unfair, and outstanding performance is usually poorly recognized.

Employee Development: Training is generally available but not tailored to individual needs, nor is there much cross-training/developmental opportunity.

Diversity: USACE respects diversity and is flexible in responding to employees' family/personal needs in scheduling, etc.

Measuring Results: We don't measure our program results or our individual work very well.

Streamlining: Our only success

In 1997, Headquarters acquired a software package called *Decisive Survey* which allows us to survey people by e-mail or through the Internet. Both questions and responses are entered and transmitted electronically. This software makes it practical for us to contact large numbers of U.S. Army Corps of Engineers employees quickly and to process the results in a few weeks.

To date, Headquarters has used this software several times to survey senior leaders Corps-wide on issues related to the Senior Leaders Conferences and the District Commanders Conferences, and also for several other function-specific surveys.

We have also sent several large-scale surveys to random samples of Corps employees.

Surveys to senior leaders on substantive issues are typically for attribution so we can, if necessary, find out more about their reasons for giving certain answers. But for the large surveys, the software processes anonymous responses. This is for two reasons. First, some people are concerned about having their answers traceable. Second, we are interested only in statistical summaries of these samples of Corps employees.

Our response rates range from nearly 100 percent for our Senior Leader surveys to 30-50 percent for the large-scale surveys. I am repeatedly impressed with the sincerity and interest shown as respondents take time to help us assess the state of the Corps in various questions.

Below are a few highlights and summaries from four different surveys.

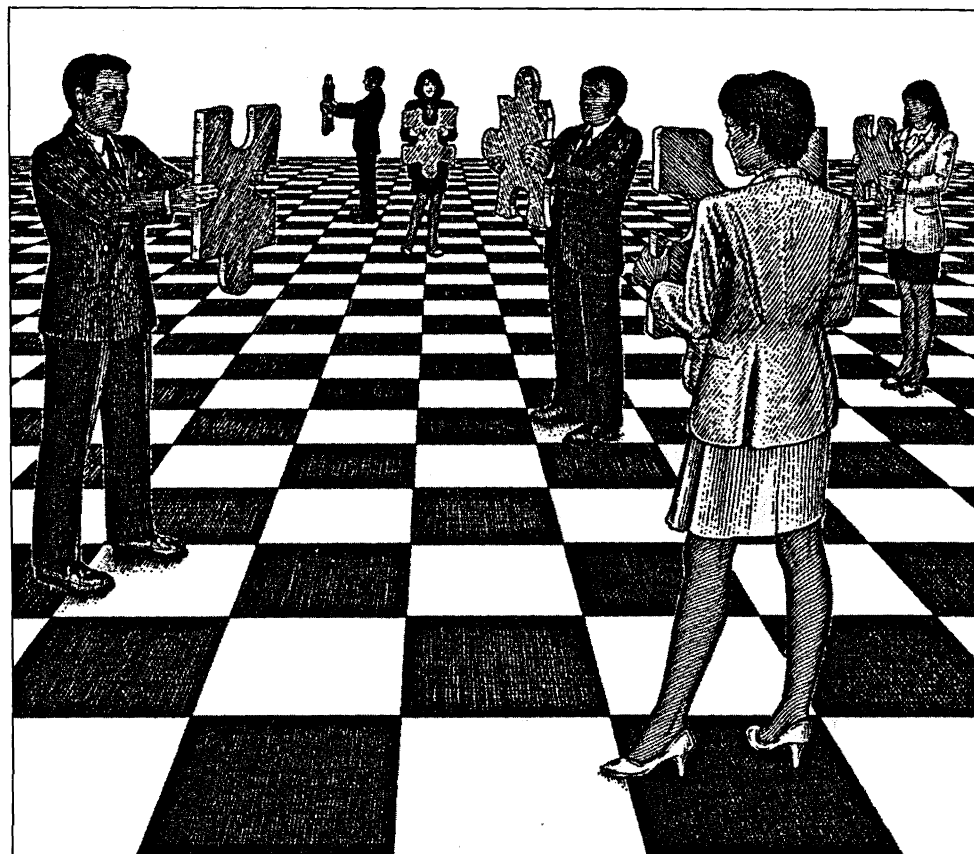
Two were focused on the Corps Vision announced in February 1997.

One was done in 1997 to gauge how well the Vision had been communicated.

A second, in early 1998, measured to what degree the Vision has been internalized in people's daily jobs.

This summer, the Headquarters "Cultural Change" team employed a survey created for the National Performance Review. This evaluated recent changes, and the readiness for future change, in various federal agencies.

The final set of survey results and highlights below are from the "Virtual Teaming" team to evaluate and encourage Corps employees' use of electronic media.



to date in streamlining is using VISA cards for small purchases. We have not become more efficient through new processes, or simplified travel, hiring, or firing.

Information Technology: We get high marks for providing employees with computer hardware, software, and electronic communications tools. Use of the Internet for work is already significant.

Regulatory Oversight: Unknown to most employees.

Labor-Management Partnerships: Many employees had no knowledge of this area. Those who did gave us good marks for labor-management cooperation and non-confrontational styles, but didn't believe that it has improved customer service.

General Attitudes: People like their jobs and think their immediate supervisors and work groups do very

good work. About two-thirds of the respondents were in grades 9-13, from districts or field offices, and professionals. There was a fairly even distribution by years with USACE.

Differences by Grade Level: Across USACE, the survey answers showed strong uniformity in terms of grade level. Patterns of answers were very similar to nearly all questions whether one selected the top half of grade level respondents (GS-12 and up) or the bottom half.

Where some differences were seen, the higher grade levels gave fewer "don't know" answers, were less convinced that we compared ourselves to other quality organizations, were less optimistic about new ideas being considered, used the Internet more, were less satisfied with their jobs, and felt more overworked.

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Change comes to 'Engineer Update'

"The world hates change, yet it is the only thing that has brought progress." **Charles F. Kettering**

Change is coming to the *Engineer Update*. Beginning with this issue and continuing through the following 11 months, each issue of *Engineer Update* will have a theme.

The theme for this issue is "Change." To support this theme, we have a mid-point interview with Lt. Gen. Joe N. Ballard, Chief of Engineers, on the changes the U.S. Army Corps of Engineers has made during the past two years and what remains to be done.

There is also an article on scenario based strategic planning, and how it will help the Corps position for the future; the results of recent Corps-wide surveys on culture, communications and virtual teaming; and a review (above) of the John Kotter book *Leading Change*, recommended reading for everyone who wants to understand the process the Corps is undergoing.

The themes for the remaining 11 issues will be based on the Corps Strategic Vision and seven Sub-strategies, featuring articles showcasing Corps Vision initiatives.

These themes for the coming

months will be:

Nov. 1998--"The World's Premier Engineering Organization."

Dec. 1998--"A Vital Part of the Army."

Jan. 1999--"The Engineer Team of Choice."

Feb. 1999--"Values-Based Organization."

Mar. 1999--"Align for Success."

Apr. 1999--"Satisfy the Customer."

May 1999--"Build the Team."

June 1999--"Serve the Army."

July 1999--"Enhance Capabilities."

Aug. 1999--"Build Strategic Commitment."

Sept. 1999--"Reshape Culture."



Partnership opens D.C. schools on time

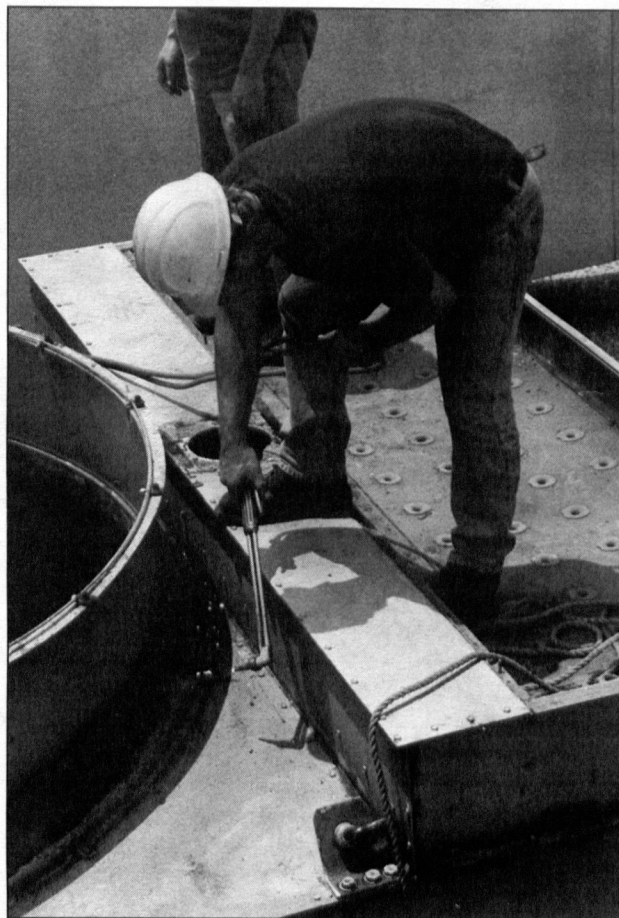
For the first time in three years, the schools in Washington, D.C., opened on time, thanks to a partnership between the public school system and the U.S. Army Corps of Engineers.

"We signed an agreement with the D.C. school board to provide whatever service we can to enhance the capability and quality of life in the schools," Lt. Gen. Joe N. Ballard, Chief of Engineers, told a Headquarters town hall meeting earlier this year. "I volunteered because I think it's the right thing to do. I think it's ridiculous that here in the nation's capital, they can't get the schools right. We have the capability to help them get it right, so I raised my hand, they accepted, and there we are. I informed the Secretary of the Army that we were going to do it, he said 'Fine with me,' and I'm pleased to be involved."

The Corps took on the task of renovating 146 schools after signing a Memorandum of Agreement with the District of Columbia Public School system on April 17. Baltimore District is in charge of the program because it is closest to the District of Columbia. With only six weeks before summer school opened, Corps engineers prioritized fiscal year 1998 (FY98) capital projects into three categories. The first priority was the summer school program, then projects that could be completed during the summer to ensure opening of school on Sept. 1, and finally, projects that could begin in the summer and carry over into the school year.

Although Baltimore District had the lead, employees from North Atlantic Division and Philadelphia, Transatlantic and Mobile districts augmented Baltimore's field staff to oversee the work. Project manager David Morrow and Kelly Koontz, assistant project manager, both from Baltimore's Programs and Project Management Division, organized the team and kept the schedule moving ahead on a fast-moving course.

Although contracting authority resides with the D.C. schools, Corps employees assisted in preparing contracts for the four schools designated for summer school use. Bids were opened and contracts awarded in record time, but there was little breathing room while Corps engineers pushed to make the June 29



A workman removes the cooling tower of a chiller system to install a new one at Garnet C. Wilkinson Elementary School in Washington, D.C. (Photo courtesy of Baltimore District)

summer school deadline.

"We managed to get all the scheduled work completed by the deadline," said Col. Bruce Berwick, Baltimore District Engineer and Commander. "But we worked 'round the clock to repair the windows at Eastern Senior High, replace two air conditioning systems at Gage Eckington and Wilkinson Elementary, and perform an electrical upgrade and install window air conditioners at Aiton Elementary School."

Work moved quickly for the summer school program, and the team moved just as fast to replace 33 roofs and four other chiller and cooling towers. The General Services Administration had already begun work on eight roofs before the Corps came on board, so they continued work on those projects, with Corps assistance. Once the contracts were awarded for the 25 remaining schools, contractors established priorities and shift schedules to accomplish the task. All work was complete enough to allow school to open on Sept. 1.

"This was the first time in three years D.C. schools opened on time," said Berwick. "The roofs and major repairs we scheduled for the summer were complete, but there are a number of projects we will continue into the school year. We are working closely with school principals so our work will have minimal impact on the operation of the schools. This work will not endanger the safety of the students or cause any unnecessary hardships to the teachers."

Work being completed during the school year includes additional window and boiler replacements, asbestos abatement in unoccupied wings, emergency generator and air conditioning replacements, and elevator, interior and structural repairs.

Arlene Ackerman, D.C. Superintendent of Schools, was delighted with the schools opening on time. "This was the third thing we said we would do," she said. "We had to raise test scores, and we did. We had to have a successful summer school, and we did. Now we've opened schools on time. We couldn't have done this without the great partnership that has developed between the D.C. Public Schools and the Corps."

The Corps is also in the process of assessing all the occupied schools to help determine future capital improvement requirements. After the assessment is complete, the Corps will prepare an FY99 prioritized draft project. The Corps is also working with the D.C. schools in long-range facility planning and master plan updating for fiscal years 2000 to 2009.

"By working together, the District of Columbia and the Corps have an opportunity to make a difference for the children of our nation's capital," Berwick said.

(Lucy Lather of Baltimore District and Bernard Tate of Headquarters contributed to this article.)

249th gets battle streamer

**Article by Maj. Gerry Mahaffee
249th Engineer Battalion
Photo by F.T. Eyre
Headquarters**

On Sept. 10, the German government presented a battle streamer to the 249th Engineer Battalion (Prime Power) for the battalion's efforts in the Cold War. Brig. Gen. Wilfried-Otto Scheffer, commander of the German Forces (US/Canada), presented the streamer in a brief ceremony at Fort Belvoir, Va., on behalf of the German Ministry of Defense. Lt. Col. Kurt F. Ubbelohde, 249th commander, narrated the ceremony, and Lt. Gen. Joe N. Ballard, Chief of Engineers, also participated.

Before attaching the battle streamer to the battalion's colors (flag), Scheffer spoke of the spirit of cooperation that existed between the U.S. and Germany during the Cold War. He went on to say that this spirit of cooperation and mutual support continues today.

"The Cold War is now another chapter in the history book of this battalion, and it is the hard work of its soldiers that helped to make the Cold War history," Lt. Gen. Ballard said. "As we recognize this unit for its significant role in the Cold War, we must look forward to the challenges that lie ahead for this

battalion, and for our Army. I am confident that the 249th will answer the call and meet these challenges head-on."

The 249th has a proud history. It participated in numerous campaigns during World War II. After a short period of inactivation, the 249th began its Cold War history in 1955 in Germany as a construction battalion in Kaiserslautern, West Germany. In 1965, it moved to Karlsruhe and in 1975, the battalion was redesignated as the 249th Engineer Combat Battalion (Heavy). After the reunification of Germany and the Gulf War, the 249th completed its Cold War mission and was deactivated in 1991. In 1994, the 249th was reactivated at Fort Belvoir as the 249th Engineer Battalion (Prime Power) where it serves as the Army's only electrical power production battalion. The battalion is the only soldier unit under direct command of the Chief of Engineers.

At present, the Cold War battle streamer is not authorized to fly on the battalion's colors, according to the Department of the Army's Awards Policy Branch. But this does not detract from the battalion's Cold War achievements, and the 249th will give the battle streamer a place of honor in the battalion headquarters.

(Maj. Gerry Mahaffee is the executive officer of the 249th Engineer Battalion.)



Brig. Gen. Wilfried-Otto Scheffer hangs the Cold War battle streamer on the 249th's colors. The streamer is not authorized for official use, but it is displayed in the 249th's Headquarters.

Flood

Continued from page one

bution stations were in operation at the onset of the disaster recovery program. That number dwindled after the first week as more and more residents took care of their own needs by boiling their tap water.

Civil engineer Jim Orwat and Gordon Sagebiel, a real estate specialist, both from Fort Worth District, worked 12- and 13-hour shifts at two of the sites in 100-degree temperatures, counting and receiving thousands of cases of water. In all, the district delivered about 1.2 million gallons.

"The cooperation between all the agencies and volunteers who have been moving water from the unloading area to distribution points has been unbelievable," Orwat said.

Lt. Col. Hank Wood, the onsite logistics coordinator for the Texas Army National Guard, echoed these sentiments. "This is the kind of thing that we train for, to provide support to the state and local authorities in time of need," said Wood. "What is amazing to us is the warmth the citizens of Del Rio gave us, despite the personal hardships they have suffered."

The parking lot of a J.C. Penney store was the site of another water station. The store's manager, Tony Ortega, assumed a caretaker role for Corps workers while they were there, making regular visits to provide cold drinks and food, and recruited other merchants to help.

"These guys helped me take two skids of water over to a school the other day and they have been so wonderful to help our people," Ortega said. "It makes me and the other businesses here feel proud to be a part of all this."

Local kids whose families had no loss to the storm put their days out of school to good use. Thirteen-year-old Alfonso Lozano and Paul Beachler, 15, helped the Corps and National Guard load water cases into vans, trucks, and cars.

"I started thinking that people wouldn't have water or food or a place to stay if it wasn't for volunteers like us," Beachler said.

The water mission was carried out by Orwat and Sagebiel, Linda Delemare, and Kathy Miller, all from Fort Worth District, and Reginald Thomas, Rene Duarte and Frank Garcia of Galveston District.

While the water mission was still underway, the



Fort Worth District moved quickly to hook up utilities and pave driveways in a 62-unit mobile home park which provided the first temporary homes to flood victims after Tropical Storm Charley.

district moved on to the next hurdle -- housing. Some of the flood victims had moved into travel trailers parked at nearby Lake Amistad, some went to hotels or stayed with relatives or friends, while others ended up in shelters.

Under the federal housing program, qualifying families may receive 18 months of free housing or rental assistance, but they are responsible for paying their own utilities during that time. With an estimated 700 families unable to return to their homes, temporary housing was a must.

The emergency operations center assembled a team of Fort Worth District employees to design a 62-unit mobile home park, which they did in less than a day. Personnel from Savannah District were on site for the preconstruction. A team of employees from both districts remains in Del Rio to plan for additional sites to install about 250 more manufactured homes. Within three weeks of the storm, the team had homes

ready for occupancy.

"It was extremely important for us to get the homes ready as soon as we could so we could get these people back into some kind of normal life," said Jerry Thomas, who headed the team. "Our job would have been a lot harder had it not been for the close coordination we've had with FEMA, the state, and city officials."

Jim Hollstein and Dick Devault from Fort Worth District worked along with Thomas on the housing mission, plus James Roberts, Bill Wright, and Earl Hothem from Savannah District.

"This is the first time in 25 years that Fort Worth District has activated its EOC long-term for a disaster," said Bill Collins of Operations Division. "We had the 1991 and 1992 floods, but we were activated for only a few days for each of those emergencies. This time, we received missions to assist people in a real-life disaster. Our people had never done this before, except during exercises."

Surveys

Continued from page two

Survey: Vision Communication and Implementation Effectiveness

July 1997 and March 1998

(Full survey results are at <http://www.usace.army.mil/essc/intra/comm97surv/>)

Highlights

Personal Support: In 1997, more than half understood what they needed to do to support the vision. In 1998, nearly all had some understanding, but few had a complete understanding of their own personal involvement.

Organizational Support: While most understand how their organization supports the vision, many have not had a single conversation with their supervisors about it.

Job Performance: Most respondents said their job performance was linked to the vision in some way, either informally or through performance standards.

Top Sub-strategy: Most said we have made the most progress on the "Satisfy the Customer" sub-strategy and the least on "Reshape Culture." The majority said that future emphasis should remain on customer satisfaction.

Talking to Others: A large majority of respondents have a limited perspective of the larger Corps missions. They limit external discussions to information about their own jobs and geographic regions.

Survey: Virtual Teaming

June 1998

(Full survey results are at <http://www.usace.army.mil/essc/intra/surveys/virtualteam/>)

Highlights

E-mail Skills: Nearly every respondent uses e-mail extensively, including 40 percent who access their office e-mail away from the office. This is despite the fact that few say they received any training on e-mail use.

Seventy percent rated the use of e-mail as essential to USACE effectiveness.

Internet Skills: Only six percent of respondents never use a Web browser. Half of the respondents use one daily. Only 10 percent received any training in Web use. A little more than 10 percent of respondents coded in HTML, while 25 percent didn't know what that meant.

Virtual Team Experience: About 15 percent of total respondents had some virtual team experience,

most within their own geographic office or with USACE remote users. Only five percent had experience with other agency participants. One half preferred to work at home most or part of the time if attached to a virtual team. Most "virtual team responders" thought their virtual team techniques saved time and money, and produced equally good results.

The most common virtual teaming problems included "getting software we all could use," "establishing common data/information bases," and "identifying individual roles." Only 10 percent of total respondents thought using virtual teams was "not essential at all" to USACE effectiveness.

Age Differences: For those younger than 30, as compared to the whole, fewer used e-mail away from office, more knew HTML without using it at the office, more considered using the Internet essential for USACE, and fewer had virtual team experience. For those older than 60, as compared to the whole, fewer saved or downloaded files, fewer used e-mail, more did not know what HTML was (and more could use it but didn't at the office), fewer believed use of Internet was essential for USACE.

Interested in other Corps surveys? Check <http://www.usace.army.mil/essc/search.htm#survey> for a comprehensive list.

(Carol Sanders of the Headquarters Public Affairs Office also contributed to this article.)

R2K

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disaster relief is the Stafford Act. Under its authority, when a state governor requests assistance, and the president determines an emergency exists, the federal response is directed by the Federal Emergency Management Agency (FEMA) under the Federal Response Plan (FRP). The Stafford Act also allows federal agencies to pre-position teams and resources before a disaster is declared.

The FRP specifies federal agency roles and responsibilities in responding to disasters.

The Corps is the lead agency for the FRP's Emergency Support Function #3 (ESF-3), "Public Works and Engineering." ESF-3 includes providing potable water and ice, emergency power, debris clearance and management, temporary housing, and structural safety assessments.

The Corps also provides support in the functional areas like energy, urban search and rescue, and transportation.

The Corps may also provide disaster response and support under Flood Control and Coastal Emergency (PL 84-99). For example, when there is imminent threat of unusual flooding, the Corps may provide temporary advanced measures to protect life and property, i.e., temporary levees or emergency contracting. Or the Corps may participate in flood fighting in support of state and local efforts. Also under PL 84-99, the Corps may be involved in rehabilitating certain flood control structures.

The Corps may at times provide emergency water assistance. For example, after the Tropical Storm Charley floods contaminated water sources in Del Rio, the Corps provided thousands of gallons of potable water under PL 84-99 authorities. This assistance began even before the president declared a disaster.

Planning and Response Teams

R2K recognizes that a district, or even a division, cannot plan for and respond to all of the missions a large disaster could bring to its geographical area. So the foundation of the R2K initiative is the Planning and Response Team (PRTs).

Before R2K, each district planned for the full array of disaster missions, and also prepared for PL 84-99 response. Under R2K, divisions give each district the lead for one or two missions. The district puts together a PRT that plans and trains for its mission.

The multi-disciplinary teams are made up of action officers, mission managers, contract specialists, logistics specialists, area engineers, and others. PRT make-up and size varies depending on the nature of the mission.

When a disaster occurs in a division's area of responsibility, PRTs from the division deploy first. But a division's PRT resources can be quickly depleted, especially when more than

one state is impacted by an event. So PRTs from outside the division can rotate in as needed.

PRTs in action

Every division responded to the August storms.

During Hurricane Bonnie, a power PRT deployed from Tulsa District. Ice PRTs deployed from Norfolk, Seattle, and Charleston districts. Water PRTs deployed from Wilmington, Kansas City, and New England districts. A temporary housing PRT from Savannah District deployed to Del Rio to assist the Tropical Storm Charley response.

The Mobile District PRT prepared to manage clearing and disposing of Hurricane Bonnie debris. Other PRTs throughout the country were either alerted or on standby for additional missions or emergencies that could have developed.

PRTs bought and staged ice and water at the Fort Bragg Mobilization Center in North Carolina before Hurricane Bonnie's landfall. After landfall, the ice and water were transferred to the state for distribution.

PRTs in Virginia also prepared for ice and water missions. They staged ice at Waverly, and retained ice at the factories for use if needed.

The power PRT was in place and ready for Hurricane Bonnie missions and worked with the 249th Engineer Battalion (Prime Power) to check FEMA's pre-positioned generators.

The temporary housing PRT is still deployed in Del Rio, and is working with FEMA to provide temporary mobile homes for those left homeless by the flooding.

Other R2K features

While the PRT initiative is the cornerstone of R2K, there are other features that contributed to the Corps' recent successes.

Readiness Support Center -- Under R2K, the Corps has redirected the Earthquake Preparedness Center of Expertise in San Francisco to manage the Training, Exercise, Evaluation and Corrective Action program. The center, now called the Readiness Support Center (RSC), trained the power, ice, and water PRTs in June and July. Training for other PRTs is planned for fiscal year 1999.

The RSC is now pursuing lessons learned from Hurricane Bonnie and Tropical Storm Charley so the Corps can build on R2K successes and correct problems.

Deployable Tactical Operation System -- Another R2K feature is the Deployable Tactical Operation Systems (DTOS). DTOSs are mobile platforms (trailers and vehicles) that deploy with a Logistic Emergency Response Team to provide the initial working space and reliable communications that are crucial to a quick response at the disaster site.

Logistics Emergency Response Teams (LERT) -- Corps logistics per-



Sgt. Jeff McHenry, 249th Engineer Battalion, and Hugh Rickman, Memphis District, inspect a 25-kilowatt generator at the Fort Bragg Hurricane Bonnie staging area.

sonnel support R2K and are critical to success.

During Hurricane Bonnie, the LERT supported the mobilization and staging areas (managing generators, ice, water, etc.) and deployed with the DTOS. Logistics personnel are also PRT members and have been key players in training and exercises.

249th Engineer Battalion (Prime Power) -- The 249th Engineer Battalion, the Army's only electric power generation unit, is an important part of R2K. A prime power team deployed to the FEMA Territorial Logistics Center at Fort Gillem, Ga., to ensure that generators were mission-ready before shipping. Prime Power platoons at Fort Bragg also participated in the Bonnie response by servicing generators as they arrived at the Mobilization Center.

Prime power soldiers participated in PRT training before Bonnie and are prepared to deploy as part of the power PRTs.

Pre-scripted mission assignments -- As an R2K initiative, FEMA and the Corps drafted mission assignments before the hurricane season to cover many missions that the Corps could receive. Having these mission assignments ready in advance was critical to having teams, resources, and contracts in place before Bonnie's landfall.

Advance contracting -- In the future, PRTs will work with their district contracting offices to write advance contracts to improve response time and capabilities when disasters occur. Scopes of work for contracts are being developed and contractors and vendors are being identified.

In some cases, Indefinite Delivery/Indefinite Quantity contracts will be taken to the point of award so that, when a disaster occurs, the contract

can be issued immediately. Some advanced contracting features were used during the recent events.

Readiness 2000 success

The primary measure of success for the Corps in disaster response is the ability to rapidly provide effective, efficient support under the Federal Response Plan to the states, localities, and victims of large disasters.

Leaders in FEMA and the Corps have had a chance to evaluate the R2K response and determined that the results exceeded expectations. At high-level meetings in Washington, the Director of FEMA, James Lee Witt, complimented the Corps on our response.

Witt told the national news media and our partners how pleased he was that the Corps had ice and water on the ground before Bonnie's landfall and was ready to respond to other missions.

The initiatives of Readiness 2000 have been tested and will be further refined based on lessons learned and feedback from FEMA. Under emergency conditions, any parochial attitudes that may have existed were set aside to provide a Corps corporate response.

The recent events solidified the R2K cooperation and confirmed that the Corps was better prepared than ever to provide critical life support and recovery assistance to disaster victims. This unified response will be the key to responding to major disasters in the future.

(William Irwin is a civil emergency management planner with the Civil Emergency Management Branch in Headquarters, a program manager for Catastrophic Disaster Response, and a liaison to FEMA for the FRP.)

Mid-Point Review

Chief of Engineers considers the state of the Corps and the Strategic Vision

By Becki Dobyns
Headquarters

Update: How do you think the Corps has changed during the past two years?

Lt. Gen. Ballard: We now see ourselves as a dynamic organization rather than a static organization. A static organization is entrenched in the past with no outlook for the future. We are now a forward-looking organization, without forgetting about our past and the things that made us great.

But as I stated in the vision plan, I think we are evolving from a good organization to an outstanding organization. And that is occurring on too many fronts to count.

Update: Do you think our outreach to the rest of the Army is part of that?

Lt. Gen. Ballard: Well, we realized all along that we were a part of the Army, but I don't know if we ever looked upon that as being a fundamental cornerstone of our existence. Today, I think we are proud of the fact that this organization grew out of the Army. We look back to when Washington named his first chief engineer, Col. Richard Gridley. That is as much of our past as the taming of the Mississippi River. Embracing our Army heritage has been very good for the Army, but more importantly, it has been very good for us. It has united us.

Update: How do you see past changes continuing to evolve?

Lt. Gen. Ballard: I think by being a forward-looking organization, we're now in sync with the rest of the military and the remainder of the federal government. Now, I have to tell you we're a little bit behind in terms of downsizing. That doesn't bother me. When the rest of the Army was downsizing, we were doing the work that the budget still required us to do. We were doing BRAC, chem demil, the medical programs, and all the infrastructure improvement, and we still needed a robust organization to do that. Most of that is behind us. So now we have to do some "right-sizing" ourselves. In my mind, we have another two to three years to work our way through that.

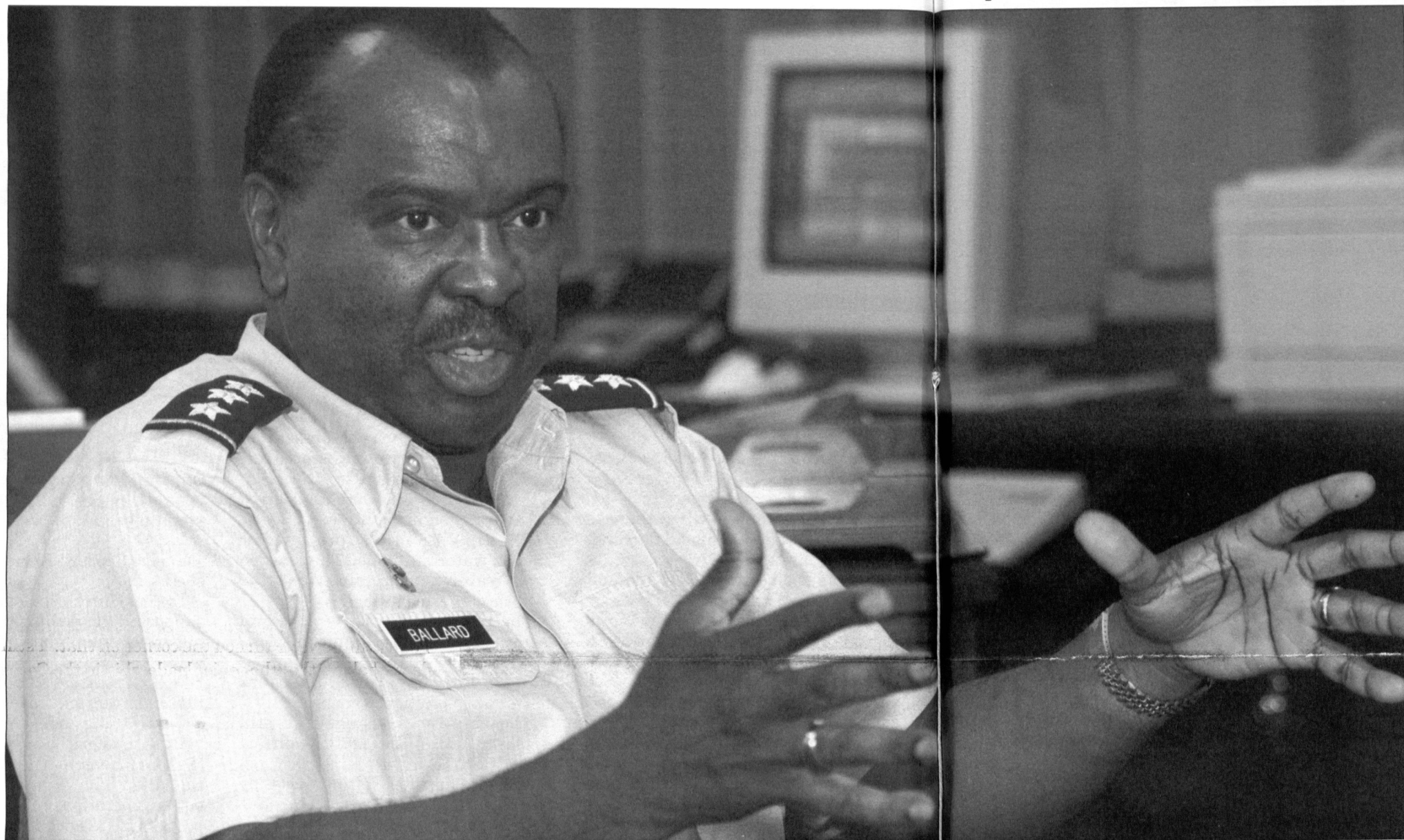
But we can't wait until we have finished downsizing to start reshaping and focusing the organization for the new millennium. Things like Project Management, the Division as a Business Center, major investments in information technology, a re-evaluation of our contracting procedures, and a tough look at all our business practices will make us a much stronger Corps of Engineers two to three years from now.

To visualize the changes in the Corps, think of waves crashing on the shore. Each wave is a new sound business practice, and each successive wave is just a little larger. Some gigantic waves are building, so I'm very optimistic.

Update: A lot of people reading this are going to say, "What? We're just beginning to downsize? What about all those RIFs we've had already?"

Lt. Gen. Ballard: Yes. But I can't play like the ostrich and stick my head in the sand. If change is inevitable, then you have to do something to manage it. The leadership of this organization must manage change. It's going to happen. The budget realities are driving it.

A decade ago, the active Army was at 781,000. In 10 years, the Army has been cut 40 percent. We're not talking anything of that magnitude for the Corps. At most, we're talking a 10 to 15 percent reduction over the same period. My concern is not with downsizing. My concern is that we have a plan to remain vigorous. We can't come out of this 10 years



"[My charge to the Corps is] commitment, commitment, commitment. Instead of thinking you're losing something by getting out of your comfort zone, think, 'How can I make a contribution?'"

later and be the same old Corps we were before. The Army, now reduced to 495,000, is technologically superior and continually evolving in order to fully leverage the contribution of each and every soldier. It has improved its core competencies and effectively used technology and training, so now you're getting much more value from every soldier.

We have to take the same approach and get much more from every employee, about 20 percent more efficiency. And I think we can do that with training, technology, and not being rooted into an old paradigm we call organizational structure.

Update: How do you feel about being halfway through?

Lt. Gen. Ballard: I don't think of myself as halfway through. I think of the fact that I have two more years. With the organizational objectives I had when I came on board, I think I'm about 75 percent through. There is no way that I would have dreamed, 18-19 months ago, when we launched the test divisions at Southwestern and South Atlantic divisions, that the organizations would be talking about regional business centers and we would have a broad-based understanding of "one door to the Corps."

Update: Is that what you think of as your greatest accomplishment in the past two years? That people understand where you're going?

Lt. Gen. Ballard: I think my greatest accom-

plishment is not only do they understand *where* we're going, but that the large majority, say 65 percent, understand *why*. They seem to embrace the direction and they don't feel threatened by it.

In a town hall meeting in Little Rock I heard a most revealing comment. It was "General Ballard, we understand the changes that you're making and we understand why, and we embrace them. Our biggest fear is that the next chief is going to come along and not carry through." Now what that comment says to me is that I'm on track and that people want to see it through to completion. So to me, that's a very powerful statement, when 18 months ago, folks were saying, "What is this? This guy is crazy! Things are working great; we don't need to change!" But now folks realize that we *do* need this change.

Update: What do you think is your biggest challenge?

Lt. Gen. Ballard: The other 35 percent. You remember the Corps' goals of Revolutionize Effectiveness, Seek Growth Opportunities and Invest in People. Well, none of that is going to happen until we have a revolution in culture. Until we revolutionize our cultural underpinnings in this organization, none of that is really going to happen.

You don't do that from the top down; you do that from the bottom up. People are demanding change through their senior leadership. I think I have the support of that 65 percent. It is the 35 percent

of the senior leaders to hear me say this, but what amazed me was the single focus in the room. There was not a jockeying for position among senior leaders. For the first time since we started this trip, every car on the train is on the same set of tracks, linked to one locomotive. I was very pleased that we were no longer arguing about the need for change; we accepted that. Instead, we were engaged in constructive arguments about ways and means.

Update: You spoke earlier about the three focus areas of Revolutionize Effectiveness, Seek Growth Opportunities and Invest in People. How do you see us standing on each of those?

Lt. Gen. Ballard: First, revolutionizing our effectiveness is a long-term investment. We have to really examine our business processes, we have to make major investments in information technology and develop organizational means to revolutionize effectiveness. But I think we're on a pretty good track to do that.

I'm excited on where we are on the second one - seeking growth opportunities. We're no longer arguing about the need to market. We've accepted that we need to tell our story. I think by streamlining our processes on the first one, it's giving a lot of impetus to achieving the second, because as we become a friendlier, less bureaucratic organization, more work is coming to us.

The one I think we're lagging behind, and it's probably the most important one of all, is investing in people. I don't think we've turned the corner on that. I still do not believe that the senior leadership in the Corps understands that to invest in people you have to truly care for them. You have to set high standards and demand performance to those standards, you have to invest in training, and you must provide opportunities to everyone, not just a few. You have to treat everyone equally, and I don't mean just by race or gender, but career fields and everything else. I will tell you that we couldn't do anything in the Corps without contracting folks, HR folks, public affairs folks. It's a total group.

Update: Do you think the changes in Project Management are going to help us break out of that stovepipe mentality?

Lt. Gen. Ballard: I think so. You know, there were a number of my initiatives that were extremely controversial, but probably number one was PM and the fact that I put it in CP-340 rather than CP-18. It was intentional. The focus on a good project manager ought to be on leadership ability, interpersonal skills, and being able to manage complex projects along with myriad personalities. You don't have to be a technical expert. You must realize that you require technical experts and know where to go to get them.

That's not a change for the engineer, or the construction person, or the planning person; they're still doing business as usual. But we now have a single point of contact that stays with the project from the identification of a customer's needs through the complete life cycle. Will that change the culture of the Corps? You better believe it. It takes away the single focus on skill sets and puts the focus on teamwork.

The other thing that I think will go a long ways toward changing the culture of the Corps, and was also very controversial, was the decision to elevate the selection of GS-15s to the headquarters and GS-14s to the division level. I was not prepared for the uproar. I had spent 31 years in the Army and in every place I'd gone to in the Army the headquarters had pulled up the selection of senior grades. I was amazed to find that the Corps of Engineers was the only major Army command that still allowed subordinate offices

to select the organization's key leadership.

The reason we select them at this level is because we get a broader pool of applicants, and we break the good ol' boy network. Down at the district level, it wasn't a selection process at all. It was a right of passage.

I think that 14s and 15s are corporate assets, not just district assets. These are the pool from which we draw senior executives. We are finding that we now have a better pool of candidates. We're selecting based on the total person, with a balance of leadership ability and technical competencies. You also have to demonstrate a willingness to make a contribution to the team first.

But I think the single biggest change for the culture of the Corps is the Division as a Business Center initiative. Now we have truly given the division commander a role. The commander is managing the work and the resources within the division structure. This will go a long way toward eliminating "poaching," balancing and making more prudent use of resources, and putting senior focus on an entire watershed. For the first time we will have districts focused on the division mission rather than the district mission. That is a major paradigm shift. And district commanders are no longer focused on the directors of civil works and military programs. They're focused on the desires of the division boss for the betterment of the division. Now, districts can focus on execution rather than competing with other districts for work. Now, I'm only talking to eight commanders. And now, for the first time, we can leverage the entire Corps of Engineers on a project.

Update: That's a good lead into the topic of outsourcing. As you know, the Defense Reform Initiative, privatization and outsourcing, and A-76 are becoming watchwords in the Army. How do you see those affecting the Corps, especially in terms of installation support?

Lt. Gen. Ballard: I think that behind every cloud there is a silver lining. Many of the installations have had their staffs cut so drastically that if we aggressively market our abilities, I don't know why we couldn't be the contractor of choice.

Of course, not everything that occurs on an installation is within our core competencies or is appropriate work for us. But in many ways we can be an alternative for commanders. There is no longer a need for the installation to have oversight, contracting authority, quality assurance. We can do all of that.

And here's the key thing: once the job is done, my contractor goes away and so do I. But I am always available as a partner, not charging anything as I wait in the wings. The Corps is a viable choice. We have to take this story and sell it to the commanders. So I don't see a problem with outsourcing, I see an opportunity if we work it right.

Now, internally to the organization, I'm not overly concerned, because I think we've already achieved the Army's objectives. We already outsource design, planning and engineering extensively in both military programs and civil works.

Update: Finally, what is your charge to the people of the Corps?

Lt. Gen. Ballard: Commitment, commitment, commitment. Instead of thinking you're losing something by getting out of your comfort zone, think, "How can I make a contribution?" If you are committed to the process and willing to be a team player, I guarantee the organization will find a place for you. The organization doesn't owe you a job, but it will give you an opportunity. You have to make a decision of where you want to work and how you want to work.

Update: What do you think is the most important thing that came out of the Senior Leaders Conference this year?

Lt. Gen. Ballard: It would probably surprise most

'Leading Change' is textbook for the Corps' Strategic Vision, future

"Major change efforts have helped some organizations adapt significantly to shifting conditions, have improved the competitive standing of others, and have positioned a few for a far better future. But in too many situations the improvements have been disappointing and the carnage has been appalling, with wasted resources and burned-out, scared, or frustrated employees."

— John P. Kotter, *Leading Change*

Article by Becki Dobyns
Illustration by F.T. Eyre
HQUSACE

In his 1996 book, *Leading Change*, John P. Kotter, a Harvard Business School professor and organizational change expert, extends his advice to senior executives spearheading sweeping change efforts. The Chief of Engineers, Lt. Gen. Joe N. Ballard, is one such leader who sat up and took notice, recommending Kotter's book to others throughout the U.S. Army Corps of Engineers.

"That book changed my life," Lt. Gen. Ballard said. Drawing upon his own Army experiences and adapting Kotter's advice for leading change, Lt. Gen. Ballard created the command's Strategic Vision for guiding the Corps into the 21st Century.

Through observing numerous corporations, Kotter notes most successful change efforts involve a series of eight phases, all of which are required to anchor change in an organization. Kotter discusses each of these changes in depth, and gives examples of how various organizations have done it both right and wrong. He emphasized that, "Skipping steps created only the illusion of speed and never produced a satisfying result."

The eight steps Kotter identified are:

1. Establish a sense of urgency -- Examine business realities, identify and discuss crises, potential crises, or major opportunities. Frank discussions of unpleasant facts characterize this phase. Discussions take place within USACE from town hall meetings to the halls of Congress.

2. Form a powerful guiding coalition -- Assemble a group with enough clout to lead the change effort, get the group's buy-in, and encourage the group to work together as a team. The USACE Board of Directors, which meets quarterly, is part of this effort, as are meetings of senior leadership, strategic implementation teams, and the Senior/Emerging Leaders Conference.

3. Create a vision -- Create both a vision to direct change and strategies to achieve the vision. The USACE

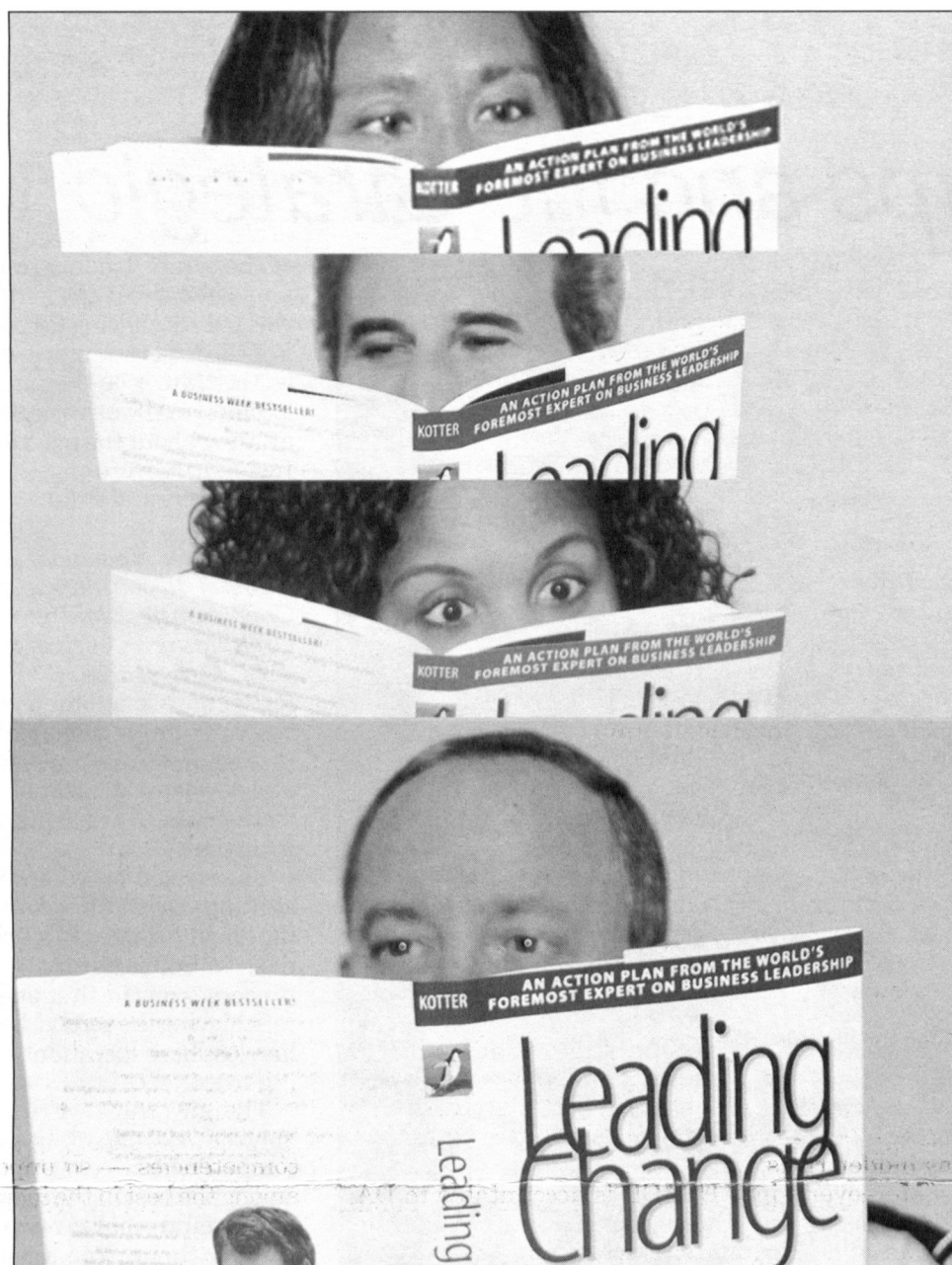
Strategic Vision, distributed to each employee since March 1997 was followed by implementation plans for the headquarters, divisions, districts, and labs.

4. Communicate the vision -- Use every mode possible to communicate the new vision and strategies. The guiding coalition sets the example (walk the talk). You should see the Corps vision communicated in both words and deeds during command inspections, on employee performance objectives, and on vital web sites.

5. Empower others to act on the vision -- Eliminate obstacles to change like systems or structures that undermine the vision. Encourage realistic risk-taking and nontraditional problem solving. Kotter said, "Too often, an employee understands the new vision and wants to help make it happen. But an elephant appears to be blocking the path." Senior leadership's role here is elephant removal, whether that elephant is long-held paradigms (perhaps their own), organizational structure, or rigid regulations.

6. Plan for and create short-term wins -- Design and implement visible performance improvements to build momentum behind the change effort. Three of last year's initiatives qualify as short-term wins -- adopting account executives to ensure "One Door to the Corps," collocating USACE employees on Army installations to improve relationships with Army customers, and creating divisions as business centers to emphasize business processes over organizational structure. Short-term wins such as these let people see progress and help keep up the urgency level. "Instead of declaring victory, leaders of successful efforts use the credibility afforded by short-term wins to tackle even bigger problems," Kotter said.

7. Consolidate improvements and produce still more change -- Kotter advocates using credibility gained in step 6 to make broader changes to systems, structures and policies which don't fit the vision. This



Leading Change is a best-seller in the U.S. Army Corps of Engineers. Many employees are reading it to understand the "blueprint" and thought processes that are guiding the Corps into the 21st century.

step includes supporting enthusiastic employees as change agents to implement the vision and refresh the process with new projects and themes. This (and step 6) is where Lt. Gen. Ballard feels the Corps' efforts are now. In fact, "consolidating improvements and producing more change" was the theme for the recent Senior Leaders Conference.

To help identify broader-based changes, USACE is relying on insights gained through senior leader involvement in scenario-based strategic planning. For example, leaders at the SLC identified where the Corps stands in relation to 18 key success factors such as innovative contracting, marketing, and brand management, by comparing Corps capabilities with those of industry leaders.

8. Institutionalize new approaches -- The final step is articulating how new behaviors are linked to organizational success, and also developing the means to ensure leadership development and succession. Ultimately, this means integrating changes into organizational culture. "Though General Ballard may be the Corps' Babe Ruth of strategic planning, he can't do it alone," said Jill Davis, Chief of Strategic Management and Innovations Division, Resources

Management. "This is a risk-adverse, change-adverse organization," one in which some leaders like to hold on to information rather than sharing it with the masses. A real challenge will be getting senior leaders to actively mentor the leaders of tomorrow, she said.

According to Davis, achieving 100 percent on any step is unrealistic. There are always more improvements looming. In some phases, the U.S. Army Corps of Engineers may be close to 90 percent while, in others, we are closer to 20 percent, she said. Rather than completing one phase before moving to the next, she described the process taking on a continuous, circular motion.

Kotter notes many obstacles to changing an older organization's corporate culture. "It takes commitment at all levels to institute real change," Lt. Gen. Ballard said. "Part of the challenge is providing good customer service, ensuring stakeholders realize why change is positive, while we ensure support of employee initiatives and innovations. We are moving in the right direction."

Kotter warns against regarding the eight steps too simplistically. "In reality," he said, "even successful change efforts are messy and full of surprises."

'Future worlds' shape Corps planning

By Carol Sanders
Headquarters

When Lt. Gen. Joe N. Ballard became the 49th Chief of Engineers two years ago, he said he wanted "to make some meaningful changes with consistency of purpose" in the U.S. Army Corps of Engineers. In keeping with the Army's Force XXI and Army After Next philosophy, Lt. Gen. Ballard preached that we need to be ready for the next century.

"We must do some serious long-range thinking about the changing needs facing the Army and the nation as today's dynamic domestic and international trends unfold in the future," Lt. Gen. Ballard said in a letter last year to his Senior Leadership, Headquarters Campaign Team, and the newly formed Scenario Based Strategic Planning Working Group.

So enters strategic planning. Not the strategic planning that's been around the Corps a while, but Scenario Based Strategic Planning (SBSP). The difference lies in the process.

SBSP is built around a set of plausible yet divergent future worlds that the Corps could face in the next 20 years. The scenarios are used as a model against which Corps activities and competencies can be compared.

The rigorous analytical process yields meaningful estimates of future strengths and weaknesses. More important, it yields information that our leadership can use to position the Corps to better serve our customers, seizing emerging opportunities and avoiding hidden risks.

"Moreover, since USACE is accountable to DA, DOD, the administration, Congress and the public, we do not make unilateral decisions about our mission," Lt. Gen. Ballard said in the same letter. "The analysis we do to support our scenario based strategic planning provides rational, coherent information for us to share with our stakeholders to justify any changes we seek."

The Corps chose SBSP after researching how the corporate world was addressing the future. Anil Patel of Strategic Studies found that Shell Oil was a leader. They were doing strategic planning before the oil crisis and so were better able to respond. Paul J.H. Schoemaker, PhD. was their primary consultant and he agreed to help the Corps with our process.

"The scenarios were built to define what we believe are the upper and lower bounds of the future," said Steve Reynolds, also of Strategic Studies, who worked the process day-to-day. During the past year, the cross-disciplinary team of employees from across the Corps built the scenarios. They painted scenarios from "caviar to chaos." For each scenario the social, technological, economic, environmental, political, and security landscapes are portrayed. Natural disasters, international conflict, and economic collapse bracketed one end of the spectrum, while unprecedented world prosperity, growth, and peace bracketed the other.

The next step after building the scenarios was to look outward at what industry was doing and look inward to compare ourselves with industry on the business segments which are part of the Corps current portfolio. "This comparison allowed us to determine where we are now and where we could be in the future," Reynolds said.

Reynolds explained that while some in the corporate world might look at this step as a competition analysis, the

Corps used a "coopetition" model (a blending of cooperation and competition) to help determine where there are opportunities to cooperate and "grow the pie."

"It fit well with the Corps' long-standing commitment to partnering, private industry and our stakeholders," Reynolds said.

More recently, with the Senior Leader Conference (SLC) in August, the Corps moved onto the next step of making decisions about the key success factors in the future.

Working off of a strawman developed by the SBSP work group, the SLC honed the 18 core competencies and ranked them according to their criticality. Some are "must have," some are "important but not as broadly spread," and some are "differentiators," which are attributes which will be necessary for us to be truly successful in the future.

These success factors were then assessed as to where the Corps rated against industry and the best in the field.

Reynolds explained that the success factors and the Corps ratings are currently being analyzed to see where we need to focus future strategies. "Since we can't work on all the factors at once, we have to put our limited resources on the most important ones that support our future," he said.

One team member, Gary Loew of Southwestern Division, explained the review of the success factors. "Which competencies can and should we outsource? Which are so important that we are going devote years of organization time and effort to develop into competencies — so important that we want to be among the best in the industry, the best in the world?"

A small group is developing initiatives that develop the most important key success factors. The senior leadership will review the proposed initiatives at the fall Board of Directors meeting.

At this point, the skeptic might ask, "but is SBSP just another management fad?" Maj. Gen. Albert Genetti, Chief of Staff and Deputy Commanding General, who heads the process for the Chief of Engineers, thinks not. He shows a slide which explains

the difference between Total Quality Management (TQM), Reengineering and Strategic Planning. TQM asks, "How can we make better widgets?" Reengineering asks, "How can we get widgets to customers, better, faster, cheaper?" Strategic Planning asks, "Will anyone need widgets in a few years?"

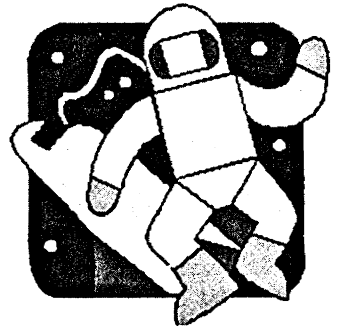
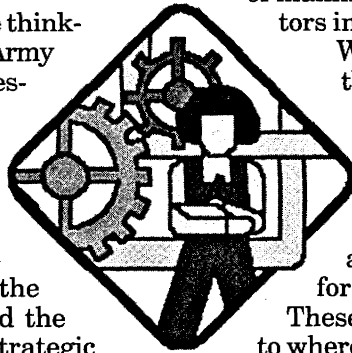
"History is full of cases of what happens if you don't devote time to strategic planning," said Genetti. "An integrated strategic plan is essential to getting everyone to pull together in the same direction, for maximum effect."

Genetti's enthusiasm for the process is echoed by many who have worked on the team. Loew called the process "mind expanding. It enables you to test your assumptions about the future, to develop a plan that works best in several possible futures, and to regularly update your thinking about the relevancy of your current strategies to a likely future."

Marty Reuss of the Headquarters History Office said, "The SBSP is a far more rigorous, rational process than the Corps has attempted before. It heightens credibility and allows the Corps to plan for a broad range of possibilities during the coming decades."

"I think I've gained invaluable insight into the 'heart of the Corps,'" Reuss went on. "I understand better what the Corps brings to the table when it undertakes projects and programs. I have also gained enormous appreciation for the immense amount of talent within the Corps, some of which is no doubt under-utilized and wasted."

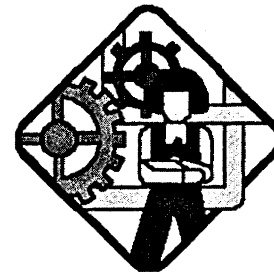
In the end, that is what the whole process is about. How do we marshal the extraordinary talents and expertise of the people in the U.S. Army Corps of Engineers, an agency respected worldwide, to ensure that we can respond to the American people in the next century? Scenario based strategic planning can be a key success factor in getting us there.



Just Another Fad?

TQM:

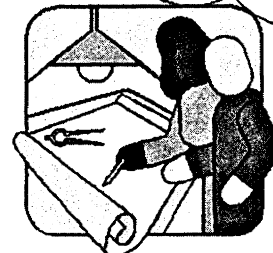
How can we make better & better widgets?



Most Important to Survival

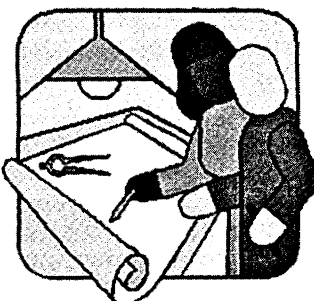
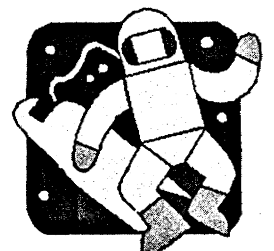
Reengineering:

How can we get widgets to customers better, faster, cheaper?



Strategic Planning:

Will anybody need widgets in a few years?



Man rescues baby from burning car

Article by Jason Fanslau
Photo by Mike Nevins
Sacramento District

Mike Brown was driving along Highway 99 in early morning traffic when two oncoming cars collided and burst into flames. In the next few moments Brown would risk his life, diving into a burning vehicle to save an infant trapped in the back seat.

The accident occurred when the driver of a delivery truck, traveling too fast for the early morning traffic, slammed on his brakes when traffic in front of him slowed. The delivery truck slid across several lanes of the highway before being struck in the side by an adjacent car. The two vehicles burst into flames just as Brown, driving in the opposite direction on the highway, was on his way into work.

"Something told me to stop," Brown said. "I heard a loud boom and saw the fire and smoke and I pulled over to help." Brown stopped his car, crossed the highway, and jumped over the center divider.

When Brown got to the wreckage, one man was on the side of the freeway on the ground with his leg on fire. As other people were rushing to extinguish his leg, Brown heard a woman scream for her baby. The woman, whose face was covered with blood, was being carried from a burning Chevy Blazer and taken over the center divider by her husband and another man. The Blazer had been struck by the out-of-con-



Mike Brown receives a commendation from Joe Serna Jr., mayor of Sacramento, for rescuing a baby from a burning car.

trol delivery truck. As the two vehicles collided the side gas tank burst into flames.

"My baby, my baby," she kept screaming," said Brown.

With the front of the Blazer engulfed in flames, Brown dove into the burning car. Once inside, he

located seven-month old Alicia Gutierrez still strapped in her child safety seat in the rear of the vehicle. With flames beginning to consume the inside of the car, Brown wrestled with the safety belts and pulled little Alicia free of the seat and burning vehicle.

"She was alert but surprisingly quiet during the whole ordeal," Brown said. Even though releasing the seat belts gave him trouble and he could feel the flames around him, Brown got the infant out, unharmed, with seconds to spare.

Brown, who has two girls of his own, was modest about his actions. "I just jumped right on in and wasn't even thinking about getting hurt. I just hope somebody would do the same for my kids."

"Those are the kind of people we need more of," said California Highway Patrol (CHP) Officer Brent Carter.

Brown said he is amazed by the attention he has received since the rescue. He has been featured in the *Sacramento Bee*, was recognized in the California State Assembly, thanked by the mayor and city council of Sacramento, received a Hero of the Month award from KRAK radio, a Certificate of Valor from the Sacramento Fire Department, and recognized by both the Sutterville Heights and Sacramento Optimist Clubs. He is also waiting to hear from the Carnegie Hero Fund Commission in Pittsburgh, Penn.

(Ken Byes of the Army Installation Support Section contributed to this article.)

What would you do if you found \$9,000?

Article by Jennifer Wilson
Photo by Michael Richards
Little Rock District

What would you do if you found \$9,000 by the side of the road? Would you do the right thing and return it? Or keep it for yourself?

That situation would test most people's values. But Bill McKendry, senior mechanic at Table Rock Powerhouse near Branson, Mo., recently faced that test and passed with flying colors.

As McKendry left the Table Rock Powerhouse on the evening of July 16, he noticed a car with California plates still parked inside the security fence.

"It's kind of unusual for tourists to still be around after five," McKendry said. "The dam tours end at five, and everyone is usually gone by then. That's really the reason I noticed the car."

But that's the last McKendry thought about the car until he returned to work the next day.

"I'm usually the first one in, and when I came in the gate at 6 a.m., I noticed a box off to the side of the road just inside the security gate," McKendry said. "I figured it was just some trash that the janitor dropped, and I just went on inside."

Around 8 a.m., McKendry had to pick up a Corps vehicle that had been repaired. When he pulled back in the gate and parked the vehicle, he had to walk past the box, which was still in the same place.

"I decided to pick it up and see if it was really trash," McKendry said. "When I reached down, I noticed the top of the box wasn't on very tight, and I could see inside. It didn't look like trash."

McKendry opened the box to investigate, and got the surprise of his life.

"Laying right on top was a canvas bag with a bank emblem on the top of it," he said. "The first thing I did was look around; I kept thinking this was like a 'Candid Camera' trick."

McKendry found three plain envelopes inside. Two were slit open and, as he reached inside one, he could see the stack of bills was about an inch thick.

"At first I thought it was recreation fee money, but as I fanned through the stack I found that what I



Bill McKendry, a Corps mechanic, recently found and returned \$9,000.

thought were one dollar bills were really one hundred dollar bills," McKendry said.

McKendry immediately took the box inside to Stan Jones, powerplant superintendent. The two counted the money in the open envelopes. They counted \$6,200, and there was still one envelope unopened.

"When Bill brought the box into the powerhouse, I can't remember my exact thought, just 'This can't be real,'" Jones said. "But there's no mistaking the 'feel' of real money. I thought of what the poor person who lost the money was going through. Then I thought, who in the world would be carrying around that much money?"

Concerned that the money might have been from a robbery or a drug deal, Jones called the sheriff to report the find.

"While the sheriff was on his way, we looked through the rest of the box and found a book of checks with a name and a Los Angeles address on them," McKendry said.

That's when McKendry remembered the car with California tags. He checked the powerhouse's visitor

log and found the same name, Kathern Lewis, listed in the book. The tour guide remembered the lady, her boyfriend, and her son, but she also remembered they were on their way to North Carolina.

"I made a copy of the log book for the sheriff, and as I was heading back to the office, a couple walked in the door," McKendry said. "The tour guide recognized them as the people from California."

The sheriff verified Lewis' identity and checked the car's plates before returning the money to her.

The couple and their 10-year-old son had left the powerhouse the evening before and spent some time in Branson, Mo., before heading for Nashville, Tenn. They were almost in Nashville before realizing the box was missing. They spent most of the evening backtracking their steps to try to locate the money, which led them back to the powerhouse.

The couple was on their way to North Carolina from California so that Lewis' son, Aaron Berry, could see a medical specialist. The money was for an operation for Berry, and the family's vacation money.

After taking the powerhouse tour, Lewis had placed the box on top of the car when Berry started to wander off. In the confusion, they forgot about the box and drove off. As they made the last turn in the security parking lot, the box slid off and landed at the side of the road where McKendry found it.

"She offered me a reward, but I didn't take it," McKendry said. "I just told her to be happy that it fell off somewhere safe, and that she was able to get it back. We also told her to get some travelers checks instead of carrying so much cash."

McKendry said he was never tempted to keep the money.

"It wasn't my money," he said. "I didn't work for it, and I didn't need to keep it. I feel real good about what I did, and I'm glad I could help them."

Jones is not surprised by McKendry's good deed. "Bill really is the kind of guy who would give you the shirt off his back, and I don't doubt for a moment that the thought of keeping the money didn't even cross his mind," Jones said. "You've heard the saying, 'He's just plain old good people.' That pretty much sums him up."

Around the Corps

Rescue

Good training saved a life at Black Rock Lock in Buffalo District recently when Louis Watson, a lock and dam operator, rescued a man and his dog who had fallen in the water.

The unidentified man had been fishing along the lock when his dog fell in.

The man jumped in to rescue his dog, then realized there was no way out. Watson was working in the storeroom when he heard cries for help and rushed out to find the man and dog.

Watson and another fisherman pulled them out of the 60-degree water, then Watson administered first aid to cuts on the man's feet. While being treated, the man showed confusion, had trouble breathing, and began shaking. Watson recognized hypothermia and had him lie down on the warm concrete.

"This is a perfect example of training working for us and really paying off," said Gary Dye, lockmaster. "Everything he did was right out of the hypothermia prevention training we have had here at the district."

The victim maintained his anonymity throughout the ordeal. Watson is modest about the rescue. "I was just doing my job," he said. "All I was concerned about was the safety and welfare of our customers. It wasn't anything special."

Correction

The Hazardous, Toxic, and Radioactive Waste Center of Expertise in Omaha District also received the Project Delivery Team of the Year Award, found on page 13 of the September *Engineer Update*.

Flood damages prevented

In New England District, more than \$6 million in flood damages were prevented in mid-June by Corps dams in the Merrimack River Basin. The benefits were due to the storage of heavy rainfall which drenched the area in mid-June. By holding back waters in New Hampshire, flows in the river in Massachusetts were reduced significantly.

Louisville District has released computed flood reductions from operations at J.E. Roush, Salamonie, and Mississinewa lakes in the Upper Wabash River basin for the early August flooding. Wabash station, recorded a reduction of 8.9 feet; at Peru, 12 feet; at Logansport, 6.2 feet; and at Lafayette, 6.5 feet.

ASCE awards

Chicago District recently received two awards from the American Society of Civil Engineers, Illinois Section. Bill Rochford received the 1998 Young Government Civil Engineer of the Year Award in recognition of his personal achievement and service to the profession and the public.

The Chicagoland Underflow Plan O'Hare Reservoir Project received the 1998 Outstanding Engineering Achievement award for projects costing more than \$5 million.

New Engineer Memoirs

Lt. Gen. Carroll Dunn is the subject of the 11th publication in the *Engineer Memoirs* series.

Dunn's military career took him to a wide variety of engineering assignments. While assigned to the Corps, Dunn worked for the Ballistic Missile Construction Office in Los Angeles where he directed construction for the Titan II missile system, directed the Waterways Experiment Station and Southwestern Division, and oversaw construction of the Manned Spacecraft Center in Houston and improve-

ments to the Arkansas River. When Dunn was Director of Military Construction in the Office of the Chief of Engineers, his duties included responsibility for the Army's Nuclear Power Program. He was Deputy Chief of Engineers from 1969 to 1971, and simultaneously a member (and later chairman) of the NASA Aerospace Safety Advisory Panel.

Dunn retired from the Army in 1973 and went to work for the Consolidated Edison Company of New York. The Construction Industry Institute presents the Carroll H. Dunn award to those who make significant improvements in the construction industry.

For a copy of *Engineer Memoirs: Lieutenant General Carroll H. Dunn*, write or fax the Corps of Engineers Publications Depot and ask for EP 870-1-59.

U.S. Army Corps of Engineers
Publications Depot
2803 52nd Avenue
Hyattsville, MD 20781-1102
Fax (301) 394-0084

Memorial fund

Tom Leung, a civil engineer with Los Angeles District, died Aug. 25 in an automobile accident. The district has established Tom Leung Memorial Fund

in the Federal Credit Union. Money contributed will go to help support Leung's widow and son. Contributions can be made in cash, by funds transfer from your credit union account, or by payroll deduction.

Hammer Award

The Coastal America Partnership received Vice President Gore's Hammer Award on Sept. 17 at the White House. All partner agencies received a framed hammer plaque. The partners are the Departments of Agriculture, Air Force, Army, Commerce, Defense, Housing and Urban Development, Interior, Navy, Transportation, and the Environmental Protection Agency. Dr. Joseph Westphal, the Assistant Secretary of the Army (Civil Works), is the Army's principal in the partnership.

The Corps has played a prominent part in the success of the partnership at all levels. At the district level, the Corps has been the lead federal agency for 70 of the current 252 Coastal America projects. At the regional level, the Corps currently provides either the chair or co-chair for six of the eight Regional Implementation Teams. At the national level, the Corps has provided the partnership's deputy director for all but one year of its eight-year existence.

Corps veteran marks 100th birthday

By Tim Hipps

A veteran of the U.S. Army Corps of Engineers recently reached the century mark. On Sunday, Aug. 23, Brig. Gen. William Wannamaker (retired) celebrated his 100th birthday with his family near Fort Belvoir, Va.

The following day, he was toasted again by friends and fellow residents in the Belvoir Woods Health Care Center, where he now resides.

"I never even thought about it," Wannamaker said of living to be 100 years old. "Of course not. I don't think anybody gives it much thought. It's a long time. Gee whiz! But I don't have any complaints. I'm thankful just to be alive. I'm a bed person; I can't walk. But I'm thankful to get along. And this is a wonderful place here, too. They really take care of a person."

Wannamaker said he's never had a day when he felt like he couldn't carry on. He said the discipline of his military training has a lot to do with his perseverance and longevity. "Sure, it comes into play," Wannamaker said with a chuckle. "But I couldn't attempt to explain it."

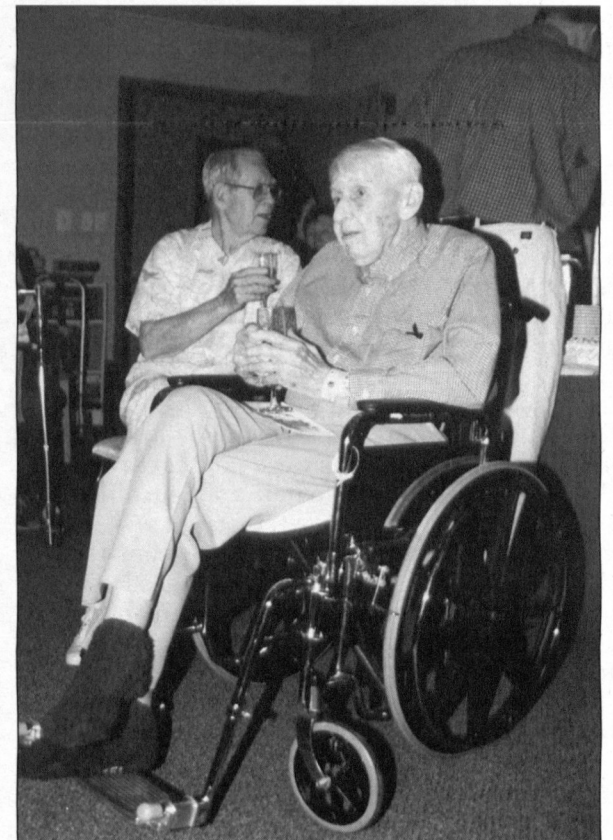
In today's ever-changing world, Wannamaker says, "I just take it as it comes. Just take it as it comes. If I had the chance, I wouldn't change anything. Nope. I've been very fortunate."

Wannamaker served in the Army for 31 years. He graduated from the U.S. Military Academy at West Point, N.Y., on Nov. 1, 1918.

"I started at old Camp Humphreys," Wannamaker recalled. "That's where I began my service after graduation back in 1918. The name was changed to Fort Belvoir sometime in the 1930s. But I spent three years there at what then was known as the engineer's school. I was there from 1918 till 1921."

Wannamaker went on to become the district engineer for the Corps at Denison, Texas, and later served in the same capacity at Bismark, N.D., Baltimore, Md., and New York City. Along the way, he earned a Bronze Star Medal and a Distinguished Service Medal before retiring as a brigadier general in 1949.

Asked about the fondest memories of his mili-



Brig. Gen. William Wannamaker (retired), a former Corps district engineer, celebrated his 100th birthday Aug. 23 at Belvoir Woods Health Care Center near Fort Belvoir, Va.

tary career, Wannamaker replied, "My fondest memories of my military service? Gee, I don't know. I have 31 years of total service, but I couldn't imagine one memory being my fondest. I was in the Corps of Engineers throughout my service, and I had a lot of assignments on the civil works side of the Corps in a number of places. I have to think. I was the district engineer in New York when I retired in 1949. But, of course, I never thought I would live this long."

(This article was originally published in the Fort Belvoir "Eagle.")

Building self-esteem

Camp program opens outdoors for city youths

**Dawn Kovarik
St. Louis District**

Young campers from the Chicago and Springfield, Ill., area recently learned about nature and the great outdoors away from the hustle of the city.

Participants in "Operation First Choice" visited Rend Lake in southern Illinois where they teamed up with rangers from St. Louis District and personnel from the Illinois Department of Natural Resources to learn outdoor skills in a summer camp atmosphere.

Operation First Choice, a program sponsored by the Illinois National Guard, teaches basic life skills by reinforcing physical fitness, team building, conflict resolution, and goal setting through self-assessment.

The program has a strong military flavor, and discipline is a major element.

Participants are from 10 to 13 years of age from all walks of life, some from broken homes and some ordered by the courts to attend the program. One common thread bound them together -- a need for some type of intervention, for someone to take extra time to develop the discipline and self-esteem they need to handle some of the conflicts they face.

Summer camp is just one of the many activities in which the youth participate during the 13-week program. Rend Lake's Dale Miller Youth Area hosted the 1998 summer camp.

Corps park rangers and Illinois Department of Natural Resources personnel provided special programming. The Dale Miller Youth Area beach was one of the favorite gathering spots during the warm summer days.

Many campers had limited swimming experience and lacked good water safety knowledge. This made water safety training imperative, so hands-on water safety demonstrations were taught early.

Learning how to row a canoe and learning what to do if unexpectedly thrown into the water were two of the important water safety lessons taught. These water safety lessons were put to good use later in the week as campers canoed down the Cache River on a tour of Illinois' most spectacular cypress-tupelo swamps.

Wetland seining also made a big splash with the campers.

Apprehensive at first, most participants found it fascinating to drag the net through the water and study the creatures they caught. Crayfish, freshwater shrimp and minnows were a few of the treasures they found.

Firearm safety classes, a ropes confidence course, wildlife programs, and fishing contests rounded out the daylight activities.

The counselors scheduled evening programming which was both meaningful and educational. This included classes about snakes, tales of "Grandma Coyote" about the legends and lore of Illinois' Native Americans, a Civil War presentation acted out by a Corps ranger in period costume, and instruction in the art of eating crayfish.

A quick survey of the campers on the last evening revealed that the favorite program of the week was the snake program, and the general consensus was that Rend Lake is a great place to visit and most of the campers looked forward to returning next year.

(Dawn Kovarik is a park ranger at Rend Lake.)



Above, Corps Rangers Norman Carlile and Ray Zoanetti teach campers how to seine in a wetlands at Rend Lake in Benton, Ill. At left, Ranger Zoanetti helps campers identify invertebrates they dredged up while seining in the wetland (center left). At bottom left, some campers needed to be encouraged by their peers before eating the crayfish, even after a how-to lesson on the correct method (bottom right). (Photos courtesy of St. Louis District.)

